

### POSITION TASK BOOK FOR THE POSITION OF

# National Qualification System RESOURCES UNIT LEADER (SINGLE TYPE)

# **RESOURCES UNIT LEADER (SINGLE TYPE)**

# 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of Resources Unit Leader and initiate position activities at the appropriate time according to the following behaviors.

### 1a. Behavior: Obtain information relevant to position assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
Obtain and review necessary documentation:	E, F, I		
2. Receive briefing from the Planning Section Chief or the outgoing Resources Unit Leader:  • Meetings and briefings schedule  • Resources ordered, en-route/on-scene status and current location  • Situational assessment  • Incident objectives  • Strategy  • Hazards to incident personnel and public  • Agencies/jurisdictions involved  • Organizational structure  • Resources summary  • Logistical needs  • Ordering procedures  • Incident priorities and status (life safety, incident stabilization, property and environment)  • Timing and scheduling  • Expected products	E, F, I		

#### 1b. Behavior: Establish or determine organizational structure, resource and staffing needs

	TASK	CODE	EVALUATION RECORD#	EVALUATOR INITIALS AND DATE
3.	Evaluate staffing needs required to manage the unit:  • Ensure consistency with National Incident Management System (NIMS) organizational structure  • Identify training opportunities  • Ensure use of established procedures for ordering resources  • Request appropriate technical specialists to assist with special incident conditions	E, F, I		
4.	Utilize unit personnel:  • Establish appropriate organization and assign roles and responsibilities, while maintaining span of control	E, F, I		

#### 1c. Behavior: Ensure readiness for assignment

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	TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
5.	Arrive properly equipped at designated time and location and check in according to agency/organization guidelines:  • Arrive with go-kit and any additional equipment • Carry out check-in procedures and ensure assigned personnel do the same	E, F, I		
6.	Obtain complete incident and logistical information:  Incident name, number, anticipated duration, size, type, responsibilities and expectations  Reporting time and location  Transportation arrangements and travel routes  Contact procedures during travel (telephone/radio)  Expected working conditions  Personal Protective Equipment (PPE)  Security measures  Updated contact information and information links	E, F, I		
7.	Obtain, assemble and prepare information and materials for go-kit. The kit should contain critical items for the assignment and be easily transportable:  • Supplies:  • Office supplies appropriate to the function  • Authority Having Jurisdiction (AHJ) identification badge and qualification card  • Reference materials:  • Functional guidelines relative to incident type (agency guidance or other functional guidelines)  • AHJ operations guides or other operational guides  • Position manuals  • Forms:  • Agency-specific forms appropriate to the function	E, F, I		

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# 2. Competency: Communicate effectively

*Description:* Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

### 2a. Behavior: Ensure the exchange of relevant information during briefings

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>8.</b> Lead staff briefings and debriefings.	E, F, I		
<ul> <li>9. Prepare for and participate in briefings:</li> <li>Ensure briefings are accurate, timely and include appropriate personnel</li> <li>Brief external support organizations</li> <li>Share and evaluate information</li> <li>Attend operational briefings</li> <li>Provide resource information as requested</li> </ul>	E, F, I		

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# 3. Competency: Lead assigned personnel

*Description:* Influence, lead, and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

# 3a. Behavior: Model leadership values and principles

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
10. Create a positive work environment:  Communicate leader's intent and guidance  Manage unit and its activities effectively  Proactively assume responsibility for the unit and initiate action	E, F, I		
<ul> <li>11. Establish and maintain positive interpersonal and interagency working relationships:</li> <li>Understand scope, roles, responsibilities, jurisdiction and authority of responding agencies</li> </ul>	E, F, I		
12. Exhibit principles of duty, respect and integrity as a leader	C, E, F, I, J, T		
<ul> <li>13. Understand and comply with NIMS/Incident Command System (ICS) concepts and principles:</li> <li>Establish and modify an effective organization based on changing incident and resource conditions</li> <li>Maintain appropriate span of control</li> <li>Act as a representative of incident leadership</li> </ul>	E, F, I		

### 3b. Behavior: Communicate incident priorities and supervise personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
14. Communicate with assigned personnel:  Communicate priorities, objectives, strategies and any changes  Inform personnel of their assigned tasks and expectations  Clearly explain conflict resolution procedures and ensure that personnel understand  Ensure that assigned objectives and expectations for the operational period are reasonable and accurate	E, F, I		
<ul> <li>15. Ensure debriefings occur and participate as necessary:</li> <li>Ensure incident situation status information is current and complete</li> </ul>	E, F, I		
16. Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements:  • Federal, state, local, tribal, territorial and regional relationships, as appropriate  • Roles and responsibilities of potential responder agencies  • Scope, jurisdiction and authority of potential responder agencies' contingency plans	E, F, I		

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<b>17.</b> Supervise and hold personnel accountable for the execution of assigned tasks:	E, F, I	
<ul> <li>Identify and promptly resolve disagreements, issues and misunderstandings</li> </ul>		
<ul> <li>Prioritize work while considering immediate support for incident operations</li> </ul>		

### 3c. Behavior: Ensure the health, safety, welfare and accountability of assigned personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<ul> <li>18. Demonstrate knowledge of and comply with relevant health and safety requirements:</li> <li>Direct and oversee unit operations to ensure compliance with health and safety considerations and guidelines</li> <li>Coordinate with the Safety Officer to ensure that assigned personnel follow safety guidelines</li> </ul>	E, F, I		
<ul><li>19. Evaluate mental and physical fatigue of assigned personnel:</li><li>Ensure adequate rest is provided to section personnel</li></ul>	E, F, I		
<ul> <li>20. Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk:</li> <li>Adjust operations in response to hazards, weather and other relevant events</li> </ul>	E, F, I		
<ul> <li>21. Report or explain the procedures for reporting unexpected occurrences, such as fire, death, injury, illness, exposure to pathogens or hazardous materials (HAZMAT), accident, political contact or property loss or damage: <ul> <li>Ensure report contains nature of event, location, magnitude, personnel involved and initial action taken (such as a helicopter picking up injured or an appropriate subsequent action)</li> <li>Ensure the protection of Personally Identifiable Information (PII) while reporting</li> <li>Obtain information from the following sources regarding special hazards, threats or unexpected occurrences: subordinates, personal observation, other incident personnel and off-incident personnel</li> </ul> </li></ul>	E, F, I		

# 3d. Behavior: Identify opportunities and meet requirements to provide equal access and reasonable accommodation in all activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>22.</b> Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.	E, F, I, J		
23. Demonstrate the ability to identify opportunities for universal accessibility.	E, F, I, J		
24. Provide equal access, disability accommodations and access and functional needs (AFN) accommodations.	E, F, I, J		

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# 4. Competency: Conduct operations and ensure completion of assigned tasks

*Description:* Identify, analyze and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established time frame.

### 4a. Behavior: Develop and implement plans

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
25. Approve completed plans:  • Ensure plans are complete, accurate, realistically attainable and relevant to the incident objectives:  ○ Operational planning worksheet  ○ Organizational assignment list  ○ Incident organization chart  ○ Assignment list	E, F, I		
26. Compile master Incident Action Plan (IAP):  ● Submit to Planning Section Chief and/or Incident Commander (IC) for approval signature	E, F, I		
27. Participate in the planning process:  • Prepare for and participate in planning meetings  • Assist in the development of plans, as necessary:  • Long-range  • Strategic  • Contingency  • Demobilization  • Continuity of Operations Plan (COOP)	E, F, I		
28. Review, validate and modify plans:  • Analyze alternate strategies and explain decisions  • Validate or revise unit objectives  • Review information covering health and safety principles, known hazards and importance of all periods  • Validate unit organizational structure  • Validate unit resource assignments  • Review reserve resources  • Evaluate immediate support needs  • Operational planning worksheet  • Organizational assignment list  • Incident organization chart  • Assignment list  • IAP	E, F, I		

### 4b. Behavior: Set the unit priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>29.</b> Analyze work assignments and staffing levels to ensure achievement of unit objectives.	E, F, I		
<ul> <li>30. Attend and participate in strategy meetings as necessary:</li> <li>Assess organizational needs</li> <li>Identify additional resource needs</li> <li>Identify critical factors to ensure unit success</li> <li>Prioritize incident, section and unit objectives</li> </ul>	E, F, I		
31. Disseminate priorities and expected completion timelines to staff.	E, F, I		

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32. Hold staff accountable for communicated priorities and	E, F, I	
deadlines.		

# 4c. Behavior: Coordinate with all appropriate personnel and stakeholders

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<ul> <li>33. Establish effective relationships and coordinate with incident personnel:</li> <li>• IMT personnel</li> <li>• Other supporting personnel</li> </ul>	E, F, I		
<b>34.</b> Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s).	E, F, I		
<b>35.</b> Work with the Operations Section Chief to complete the operational planning worksheet.	E, F, I		

# 4d. Behavior: Apply agency policy, contracts and agreements

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<ul> <li>36. Complete all work according to organization/agency direction, policy and incident objectives:</li> <li>● Ensure that personnel complete all documentation requirements according to organization/agency direction, policy and incident objectives</li> </ul>	E, F, I		
<b>37.</b> Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints.	E, F, I		

# 4e. Behavior: Ensure documentation is complete

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
38. Maintain and collect personal records related to incident:  • Time sheets • Rental records • Accident forms • Property records • Equipment time records • Receipts	E, F, I		
<ul> <li>39. Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs:</li> <li>Property loss/damage reports</li> <li>Agency-required incident reports</li> <li>Activity log</li> <li>Changes in strategy and tactics</li> </ul>	E, F, I		
<b>40.</b> Review documents for accuracy, timeliness and appropriate distribution.	E, F, I		

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# 4f. Behavior: Communicate requirements in plain language and use national standards and common terminology

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<ul> <li>41. Work with Operations Section staff and subject matter experts as necessary to describe resource requirements:</li> <li>Define the request in terms of capability rather than specific resources</li> <li>Incorporate national resource typing definitions, as available</li> <li>Demonstrate awareness of national standards and common terminology for personnel and resources</li> <li>Verify request details and address missing information</li> </ul>			

# 4g. Behavior: Order/request and track resources

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
42. Continually identify surplus resources	E, F, I		
<b>43.</b> Demonstrate understanding of various resource ordering/requesting procedures and requirements.	E, F, I		
<ul> <li>44. Establish and monitor the check-in function for all incident resources:</li> <li>Check-in lists</li> <li>Resource status cards</li> <li>Status display boards</li> <li>Signage to help arriving resources find check-in locations</li> <li>Verification method to ensure all resources have checked in</li> </ul>	E, F, I		
<b>45.</b> Establish communication channels to maintain resource status.	E, F, I		
<b>46.</b> Maintain a master roster of all resources.	E, F, I		
<ul> <li>47. Maintain a status-keeping system indicating current status of all resources:</li> <li>Hard-copy tracking systems, such as T-cards</li> <li>Software</li> <li>Method of tracking resources from initial check-in through demobilization</li> </ul>	E, F, I		
48. Notify appropriate personnel for resource fulfillment and information based on selected course of action:  ● Close loop with requestor and report resource request status	E, F, I		
49. Provide resource status data as requested:  • Process requests for information and create reports  • Process emergency requests for information in a timely manner	E, F, I		
<ul> <li>50. Receive, record and maintain resource status information:</li> <li>Check-in lists</li> <li>Resource status cards</li> <li>T-cards</li> </ul>	E, F, I		
51. Safeguard property and equipment	E, F, I		

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<ul> <li>52. Staff all resource check-in locations:</li> <li>• Incident Command Post (ICP)</li> <li>• Incident bases</li> <li>• Staging areas</li> <li>• Incident camps</li> <li>• Other locations as appropriate</li> </ul>	E, F, I	
<ul> <li>53. Update requestor on request status, estimated time of arrival and related logistical details:</li> <li>Verify that provided information meets incident needs</li> </ul>	E, F, I	

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# 5. Competency: Prepare for demobilization/transfer

Description: Demobilize position and transfer position duties.

### 5a. Behavior: Transfer position duties while ensuring continuity

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<ul> <li>54. Complete all necessary reports and narratives following common standards before turnover:</li> <li>Activity log</li> <li>Shift change</li> <li>End of operational period</li> <li>Reassignment</li> <li>Deactivation/demobilization</li> </ul>	E, F, I		
<ul> <li>55. Complete the process for demobilizing position responsibilities:         <ul> <li>Brief and provide complete and accurate records to relief personnel</li> <li>Discuss equipment release considerations</li> <li>Provide information to supervisor to assist with decisions on release priorities</li> <li>Coordinate with appropriate partners regarding demobilization procedures</li> <li>Brief personnel on demobilization responsibilities</li> <li>Ensure personnel demobilize in a timely and complete manner</li> <li>Emphasize safety and accountability during this phase of operations</li> </ul> </li> </ul>	C, E, F, I, J, T		
<ul> <li>56. Coordinate an efficient transfer of position duties when deactivating or demobilizing resources:         <ul> <li>Inform assigned personnel</li> <li>Notify incoming personnel when and where transition of positions will occur</li> <li>Conduct transition effectively</li> <li>Document follow-up action and submit to agency representative</li> </ul> </li> </ul>	E, F, I		
<ul> <li>57. Participate in transition or incident closeout:</li> <li>Conduct debriefings with agency administrator(s) as requested</li> <li>Close out incident as appropriate for the AHJ</li> </ul>	E, F, I		

### 5b. Behavior: Plan for demobilization and ensure staff follow demobilization process

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<ul> <li>58. Participate in the development, approval and implementation of the demobilization plan:</li> <li>Coordinate with appropriate partners regarding demobilization procedures</li> <li>Coordinate needs and responsibilities</li> </ul>	E, F, I		

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